

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Program ID/Title: AGS 221/Construction

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I. Goal

Improve the quality of construction and reconstruction of facilities.

II. Objectives and Policies

A. #1 - Acquire quality design for construction/reconstruction of facilities.

1. Continue to define and update requirements for design consultants contained in the Design Consultant Criteria Manual (DCCM).
2. Educate user agencies, consultants, suppliers, contractors and others on standards, project specifications, budgetary constraints, policies and procedures to promote clear understanding of requirements and realistic expectations for projects. Meet with professional architectural/engineering and construction industry organizations on a regular basis.
3. Develop a "lessons learned" knowledge base and work to educate designers and staff to improve quality of design.

B. #2 - Improve construction performance criteria.

1. Continue to develop alternative procurement methods for construction awards with consideration given to bidders' experience and qualifications, past performance, capacity to do the work, and other criteria rather than base awards primarily on low bid.
2. Closely monitor and correct contractor performance. Evaluate and rate finished products and contractor services rendered.
3. Continue staff training for county special inspector certifications for concrete, reinforcing steel, and masonry to increase staff inspection expertise, project oversight and quality, and to meet regulatory

requirements.

4. Provide team building and customer service training for staff to increase customer service and user satisfaction.

III. Action Plan with Timetable

A. Objective/Policy #1 - Acquire good quality design for construction/reconstruction of facilities.

1. Past Year Accomplishments –Revised Division 0, Bidding and Contracting Requirements, Division 1, General Requirements, and Technical Guides of the Design Consultant Criteria Manual (DCCM) and posted the revisions on the DAGS-Public Works website. Continued meetings with the General Contractors Association (GCA), the Building Industry Association (BIA), the American Institute of Architects (AIA), the Associated Builders and Contractors, Inc (ABC), and the Subcontractors Association of Hawaii (SAH) on a regular basis to share concerns and to update agencies on policies and procedures on design and construction matters. Held a joint symposium in February 2005 with the American Consulting Engineers Council of Hawaii (ACECH) and the State of Hawaii, Department of Transportation (DOT). Replaced obsolete personal computers and purchased software to improve computer efficiency. Made bid documents available on compact disks and on the Internet for all Oahu projects. Enrolled division's administrator and branch managers in management training at the Hawaii Leadership Academy. All have started or completed the training program. Developed a reorganization proposal for PWD to be more efficient and effective in providing quality planning, design, and construction for our clients in the wake of transfer of positions, functions, resources and projects to the Department of Education pursuant to provisions of Act 51, SLH 2004.

Received two design excellence awards from the National Association of Industrial and Office Properties (NAIOP), and two distinguished entrant nominations from the American Institute of Architects (AIA).

2. One year - Continue to develop consultant performance criteria and fee tables in coordination with the AIA and other professional associations. Improve the PWD Internet website with links to forms and instructions that clients can access easily. Have bid documents available on compact disks and on the Internet for construction projects statewide. Prepare for

the full implementation of the proposed reorganization. Test collaborative project management systems for electronic document management considerations, and prepare and issue a request for proposals to obtain such a system.

3. Two years – Continue to improve the interface to the Internet and to refine the contents of the DCCM. Continue staff training to improve their skills and to be good problem solvers.
4. Five years – Upgrade the computerized automated project database and recordkeeping systems. Replace outmoded equipment and software. Continue to improve the website.

B. Objective/Policy #2 - Improve construction performance criteria.

1. Past Year Accomplishments – Purchased camera cell phones to supplement digital camera technology in use to increase efficiency in the management of construction contracts. Trained inspectors and engineers on software programs and computer hardware use. Received “the most improved agency in 2004” award from the GCA.
2. One year – Purchase laptop computers to increase efficiency of the construction management function. Set up and test collaborative system for customer satisfaction surveys of our construction management services. Improve process to obtain customer feedback. Continue to evaluate alternative procurement methods to low bid awards. Reorganize to improve efficiency and effectiveness.
3. Two years – Determine appropriate alternative procurement methods for various situations. Provide customer service training for staff.
4. Five years – Increase utilization of the Internet in construction management to keep all stakeholders informed on project status and to expedite the decision-making process.

IV. Performance Measures

A. Customer Satisfaction Measure

Acquire good quality construction/reconstruction of facilities.

1. Review, evaluate and measure user and staff ratings of consultants and

contractors for all projects through customer satisfaction surveys and polling.

2. Obtain, analyze and record evaluations from user agencies on the performance of consultants, contractors and project results.
3. Follow-up with consultants and contractors with less than satisfactory ratings and results.

B. Program Standard Measure

Acquire good quality construction/reconstruction of facilities.

1. Obtain feedback from users on the quality of workmanship.
2. Obtain feedback from users on the amount of maintenance required as compared with prior construction.
3. Measure and evaluate the number and types of change orders.
4. Measure and evaluate the project schedules.

C. Cost Effectiveness Measure

Acquire good quality construction/reconstruction of facilities.

1. Evaluate changes in the lifecycle of maintenance.
2. Evaluate changes in the amount and types of change orders during construction.
3. Measure and evaluate the number of projects that are completed on schedule and within budget.